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ABSTRACT

Focusing on data from the 1993-94 academic year, this report discusses programs and outcomes for the seven colleges in the Maine Technical College System (MTCS). Following a message from the System President, general outcomes for the MTCS are described. This section indicates that systemwide enrollment in 1993-94 was 4,305, representing a 19% increase from 1989; that in 1994 state voters approved a $5 million bond measure to fund the colleges; that the MTCS established an arrangement with the city of La Plata, Argentina, to develop a Worker Retraining Institute; and that a Youth Apprenticeship Training Program had enrolled more than 150 students from 75 state high schools and technical centers. After a discussion of future challenges facing the System related to accountability standards, improving access, and expanding the System's capacity, profiles are provided of the following seven MTCS colleges: York County Technical College, Central Maine Technical College, Eastern Maine Technical College, Kennebec Valley Technical College, Northern Maine Technical College, Southern Maine Technical College, and Washington County Technical College. Each profile describes outcomes related to graduates, graduate employment, and the colleges' role in the local economy. Finally, pie charts of the sources and uses of funds, a list of individuals and corporations donating money to the System, and a list of Board of Trustee members for fiscal year 1994 are provided. (KP)

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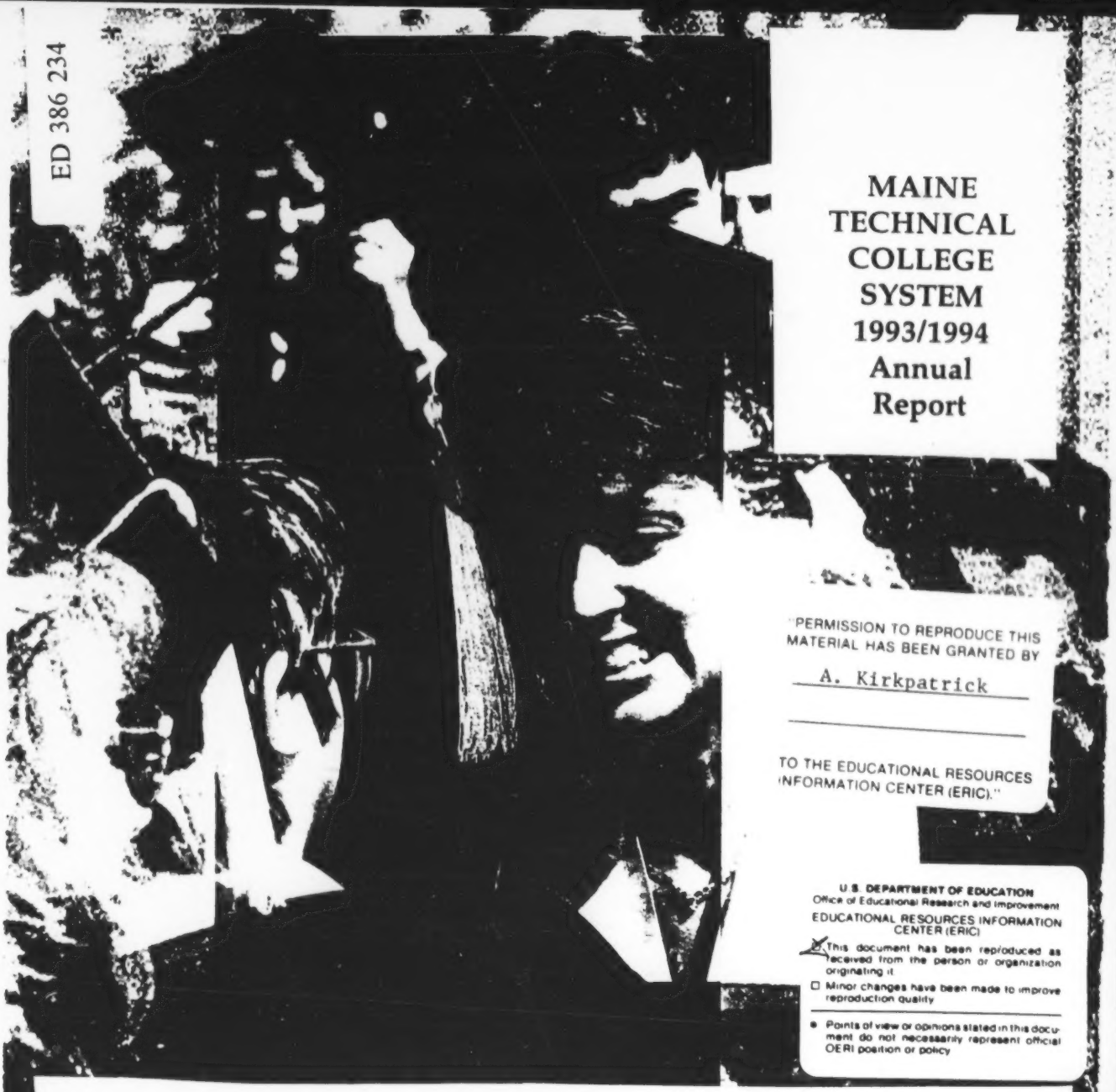

MAINE TECHNICAL COLLEGE SYSTEM 1993/1994 Annual Report

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As our Vision Statement says, Maine's Technical Colleges are committed to providing the highest quality of education and service to the State of Maine.

That effort begins with our students. By combining academic theory with application, we challenge them to view the world in new ways and encourage their creativity. We give life beyond college just as much value as work in the classroom. And we help give students the knowledge, confidence and drive to make their way in an increasingly competitive world of work.

And while meeting this responsibility to our students, we accomplish another of our missions — supporting and enhancing the state's economy by helping Maine's employers adapt to a competitive, global marketplace.

The numbers tell a story of success:

- Each year, Maine companies hire more than 80 percent of new MTCS graduates.
- Dozens of Maine companies send hundreds of employees to the Technical Colleges for specialized training.
- The Technical Colleges are the sole providers of education and training for a majority of Maine's fastest-growing occupations.
- Some 1,500 new jobs are expected to be created in Maine every year as a result of training provided through the Maine Quality Centers, located at each Technical College.

For decades, the state has entrusted the the Maine Technical College System to link education and employment. As we approach the 21st century, this mission becomes more than an option. It is imperative. The global marketplace has already arrived in Maine. By continuing to strengthen ties with business and industry, and by keeping pace with technology, Maine's Technical Colleges can continue to create workers for the world.

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President's Message

There is an old adage that says, *Everything comes to those who wait.* Nothing has been truer for the Maine Technical College System.

For the past five years, Maine's six Technical Colleges have worked diligently to keep up a high standard of technical education in the face of workplace restructuring and economic recession. We have found ways to do more with less, and we have adapted our programs so that we could continue to prepare Maine citizens for the state's fastest-growing occupations — all the while anticipating future employment trends and opportunities.

Today, the future is growing into us. As you will see in this report, more and more Maine businesses are turning to the Maine Technical College System to develop their high-skill workforce. Our efforts to learn from our counterparts around the nation has led to a new economic development tool — the Maine Quality Centers Program — to attract new businesses and help existing ones expand. Secondary schools across the state are embracing our principles of hands-on learning through Tech Prep and Youth Apprenticeship. And record numbers of Maine citizens are seeking entrance to Maine's Technical Colleges.

The Technical Colleges have never been more valued, relevant and forward-reaching. We are truly coming of age.

However, the heart of our work — the day-to-day business of providing students with a high-quality technical education — continues to be challenged because of fiscal constraints. Unless we strengthen support for the core enterprises of Maine's Technical Colleges, our educational foundation will be compromised.

Investment in Maine's Technical Colleges is vital on a large scale as well as a small one.

From a national perspective, technical education's combination of academic theory and practical application is gaining prominence as a model for education reform.

But it is the personal scope of Maine's Technical Colleges that has most impressed me over the past year.

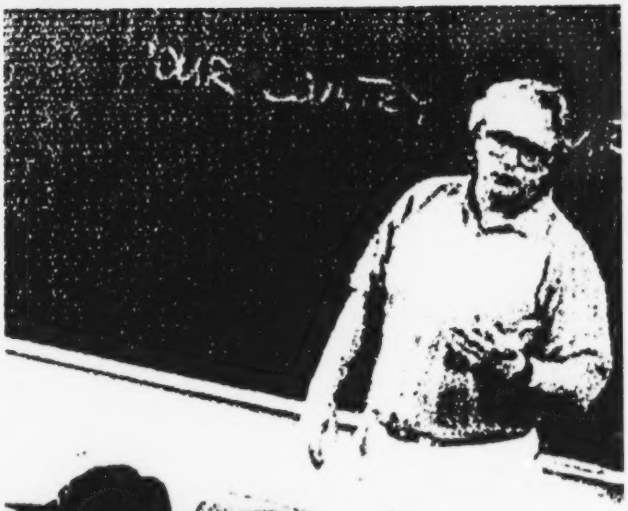
Each year, the MTCS Board of Trustees recognizes outstanding students from each of the colleges. Each year, I walk away from these ceremonies humbled.

What I see is that our students have the raw intellect and personal desire to be successful. They are single parents, displaced workers, or young students who are the first in their family to go to college. They come to us with the hope of a bright future.

Maine's Technical Colleges create the environment in which they can blossom. We support and cultivate their talents and desires and provide them with a challenging, personalized education. But it is the students themselves who are the magnificent success stories. They have found the courage and creativity to make better lives for themselves. Through their achievements we are all enriched.

I invite you to read this report and see the accomplishments of our students, our college staff, and all of our innovative programs that served the State of Maine in 1993-94.

John Fitzsimmons, President
Maine Technical College System



MOVING FORWARD

Over the past year, Maine's Technical Colleges have been moving forward on several fronts, from international partnerships to education reform. These initiatives reflect the energy and commitment of our employees, and their dedication to enhancing their communities and creating a brighter future for the people of Maine.

More students than ever

Enrollment at the Technical Colleges continues to grow, as changes in Maine's economy demand a more educated, skilled workforce. Despite limited resources, the colleges have found ways to accommodate a growing number of Maine people seeking to learn new skills or upgrade their current abilities. Systemwide enrollment for 1993-94 was 4,305, a 19 percent increase since 1989; the number of applications is rising even faster. Most programs are full to capacity, especially in such high-demand areas as health care, computer technology, electronics and hospitality services. In addition, the Technical Colleges' Continuing Education Divisions served nearly 15,000 Maine people last year through credit and non-credit courses.

Maine voters endorse equipment bond issue

In the past two decades, the technology being used in Maine's workplaces has advanced at an unprecedented rate. While it has always been a challenge to keep pace with these changes, several years of flat funding has put the Technical Colleges even further behind. It was against this backdrop that the Maine Legislature in early 1994 approved a $5 million bond issue on the November ballot that would enable the Technical Colleges to invest in new training equipment for their students, ensuring that graduates will possess cutting-edge skills in high demand by Maine's employers. The bond issue, Question 7 on the ballot, also requires a $1.5 million match from the private sector. Maine voters rallied to support the colleges, approving the measure in November of 1994. The colleges have already begun making equipment investments and seeking donations.

In a 1994 survey by the Portland Press Herald, 66 percent of Maine people said they favor greater investment in Maine's Technical Colleges.

MOVING FORWARD

Quality Centers help lure jobs to Maine

As of 1994, existing and future Maine businesses have a new partner that will remove one barrier to business expansion: the cost of finding and training qualified employees. The Maine Quality Centers Program is an economic development tool offering free, customized employee training to businesses seeking to create jobs in Maine. It is modeled after a highly successful program in South Carolina that has helped create thousands of jobs in that state. In October of 1994, Medaphis Physician Services Corp., a Lewiston medical management company, became the first Quality Center client. Saying that the Quality Centers was key to its decision to expand in Maine, Medaphis announced it will utilize the program to train nearly 450 new employees over the next two years. As 1994 came to a close, discussions were underway with several Maine employers considering creating up to 1,000 new jobs.

Skills Report helps colleges stay current

The need to ensure that Technical College curricula continues to meet the demands of the modern workplace was the primary thrust behind a report published in June of 1994 by the Skills Commission for the 21st Century. The Commission was established by the MTCS Board of Trustees to define the essential "complementary" skills needed for success in the workplace of today and tomorrow. Chaired by Kevin Gildart, Assistant to the President at Bath Iron Works Corp., and MTCS Trustee Bridget Healy, the Commission spent six months examining the current best practices of a number of private sector businesses in Maine, as well as reviewing existing research. The Commission hopes the report will serve as a guide to all of Maine's education providers. Among the findings: more than ever, Maine employers need all of their workers to have strong problem-solving, communication and basic academic skills, in addition to their technical expertise.

Technical Colleges reach out across the globe

Reflecting a trend towards increased international collaboration, a number of initiatives were put into motion over the past year that brought the Technical Colleges into partnership with several foreign countries. One such partnership is with La Plata, Argentina, a city of 545,000 near the capital of Buenos Aires. In early 1994, officials from La Plata came to Maine to examine the state's job training initiatives and the Technical College System. The Argentinian delegation came away impressed with Maine's initiatives, eventually pushing for the development of a "Worker Retraining Institute" to provide MTCS training to Argentinian workers. In other cases, cooperative efforts were developed because of the variety of mutual benefits they would provide, including educational, economic and technological benefits. Initiatives currently under development include: a youth apprenticeship exchange with Austria, a partnership between Southern Maine Technical College and China's Jilin Province, and an information exchange between Kennebec Valley Technical College and the Russian city of Skyvyktar.

Youth Apprenticeship expanded to more regions, more students

The 1993-94 academic year brought with it the continued expansion of the Maine Youth Apprenticeship Program, a three-year program of structured school- and work-based learning that makes businesses true partners in the education process. As of early 1995, more than 100 Maine employers had signed on to offer youth apprenticeship opportunities. The program started its pilot class of 15 students in 1993, and has more than 150 students enrolled two years later. These students attend 75 different high schools and technical centers in seven regions of the state. The program's continued development and expansion was aided greatly by the federal School-To-Work Opportunities Act, passed in early 1994, which will provide nearly $9 million over the five-year grant period.

Tech Prep's applied academics energizes learning

Efforts to build a new educational pathway for Maine students is continuing to gain momentum. Maine's Tech Prep initiative — part of an educational reform movement that uses real-life situations to teach academics — has grown to include more than 4,000 students in nearly 90 percent of Maine's high schools. This hands-on model of applied learning prepares students for technical education and training, and offers a seamless link from high school into technical college, resulting in an associate degree. Students who have taken applied academics courses have said they understand more and understand better, simply because the material is presented in a different way. In 1993-94, the five consortia that make up Tech Prep/Maine continued to take their message to educators throughout the state. By the year 2005, it is anticipated that 75 percent of Maine's 60,000 high school students will be enrolled in applied academics courses.

York County Technical College

In June of 1994, the 116th Maine Legislature authorized the Maine Technical College System to establish a technical college in York County. This legislative milestone, L.D. 1775, was the culmination of years of effort by York County's legislative delegation, area educators, business people and community leaders — all of whom recognized the pressing need to provide access to technical education for the residents and businesses in York County.

York County Technical College, the state's seventh technical college, is scheduled to begin operation in Wells in September of 1995 — nearly 50 years after the establishment of the first vocational-technical institute in Augusta.

The college plans to begin with three degree programs — Computer Application Technology, Office Information Management, and Hospitality Management — as well as two certificate programs. Plans call for an additional seven programs to be added for the fall of 1996.

Darrel W. Staat, *President*

The college plans to enroll up to 125 full-time students for the 1995-96 academic year, and an additional 125 part-time students in evening classes. In the Fall of 1996, the college expects to enroll 600 full- and part-time students and more than 1,000 for the 1997-98 academic year.

In early 1994, Darrel Staat, then president of Eastern Maine Technical College in Bangor, was selected to head the new college. President Staat has moved quickly to give the new college a presence in the region, an effort that included a comprehensive survey of York County employers, done in cooperation with the Maine Department of Labor, that helped determine the academic program areas.

College staff are now focusing on developing a self-study for the New England Association of Schools and Colleges accreditation, designing the new facilities, hiring faculty, recruiting students, planning student services, and managing the site preparation process.◆

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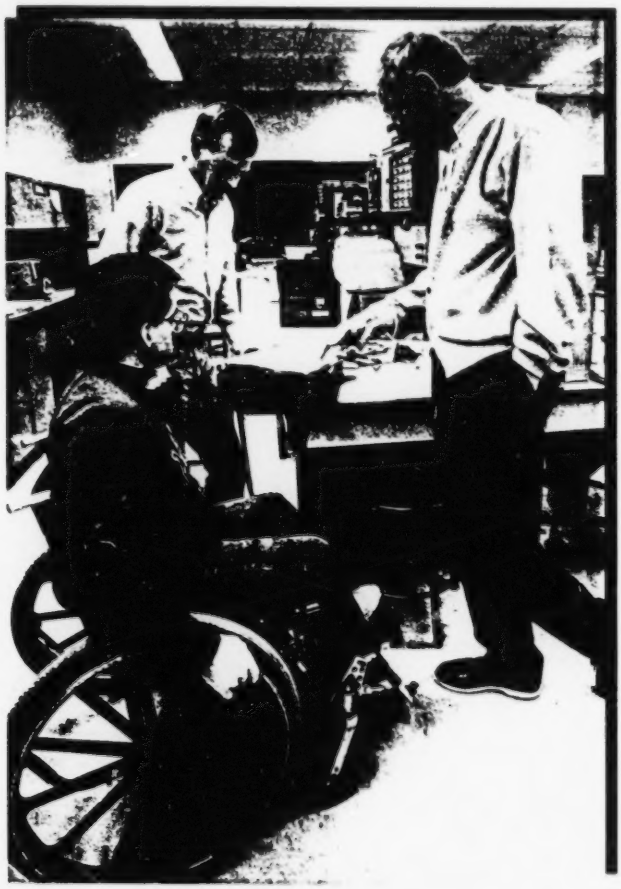
FUTURE CHALLENGES

If the economic troubles of the early 1990s forced Maine's Technical Colleges to be operationally lean and academically ingenious, the second half of the decade promises challenges of even greater complexity.

The future will bring more and more people seeking entrance to the Technical Colleges, as several school-to-work initiatives funnel large numbers of technically-prepared high school students into the System. Maine businesses will demand technicians with a high level of skills and abilities, as the state's economy continues to shift. And the steady stream of new workplace technology that has characterized the past decade shows no signs of abating.

These trends will challenge the faculty and staff of the colleges to be as innovative and resourceful as ever, to examine all of the ways in which they serve their communities.

And they will force all of us to consider where we want our state to be as we approach the 21st century.



Benchmarking

One way Maine's Technical Colleges are working to maintain the highest standards is by developing a system of self-examination and accountability that will help guide us to the goals we articulated in our Vision Statement, and to ensure that we are performing at a level equal to that of the best two-year colleges in the nation.

The system is called "benchmarking," which the business community has used for years to ensure their organizations are performing to the highest standards of their counterparts. Benchmarking requires that organizations set clear, measurable goals with specific timeframes to meet them.

For several months, teams of employees researched the best practices of two-year colleges nationwide. They then developed benchmarks in four key areas: professional development of MTCS employees; internal and external communications; the Technical Colleges' role in economic development; and capital equipment.

In the future, additional areas will be selected for benchmarking.

Improving Access

Another challenge peers further into the future, and concerns the access Maine citizens have to high-quality technical education. While everyone agrees that Maine's Technical Colleges play a vital and singular role in the economy of this state, there has been increasing concern over the System's ability to meet surging demand — given the state's financial constraints of the past five years.

With that in mind, the 116th Maine Legislature in 1994 authorized the MTCS to conduct an in-depth review of the System's accessibility. The study was conducted by a five-member committee, the findings of which were published in the "Report on Improving Access to the Maine Technical College System," released in January of 1995.

This review confirmed the anecdotal data: Enrollment at the colleges is sharply on the rise. Part-time enrollment has doubled and applications are expected to more than triple over the next decade. Demand for skilled technicians is growing rapidly — and is expected to continue into the next century.

The committee outlined several recommendations to offset these pressures:

- Expand the System's enrollment capacity from 4,500 to 10,000 students by the year 2006.
- Create an equipment renewal program, at a cost of $1 million annually, to keep pace with Maine industry.
- Examine options for creating an off-campus center in the mid-coast region of the state, where demand for technical education and training is high.
- Develop an implementation plan for the integration of complementary skills into Technical College curricula to ensure that students are prepared for an ever-changing workplace.

The Road Ahead

Our greatest challenge in moving forward, however, is to develop a stable financial base.

Like all public postsecondary institutions, the Technical Colleges must rely on a mix of public and private support. Because the state has been hard-hit by economic recession, the System has increasingly turned to its direct constituents: students, through rising tuition; and businesses, through increased donations, to offset rising costs and funding cuts.

State funding for Maine's Technical Colleges, however, has remained level for four years.

As a result, the System's standards of excellence have been strained by equipment funding shortages. And many faculty members are forced to teach on outmoded equipment or without the most advanced technology.

In spite of the mounting pressures facing Maine's Technical Colleges, the System has already begun to reach out to the future. We are proving we can be a major catalyst for job growth, educational reform and economic development — even in the leanest of times.

The people of Maine voiced their support by approving a $5 million bond issue in November of 1994. The Legislature authorized the establishment of a seventh college in York County. And Maine's Governor sought our expertise in administering the Quality Centers Program.

The momentum is building. With continued support from state leadership, business and industry — and a fair share of state funding for education — Maine's Technical Colleges can continue to prepare for the challenging road ahead.

Central Maine Technical College

William J. Hierstein, *President*

In 1993-94, Central Maine Technical College celebrated 30 years of providing high-quality technical education to the people of the Androscoggin River Valley and the State of Maine, and continued to earn its reputation for offering students education that leads to rewarding careers.

This status was strengthened by 1994's graduating class, 90 percent of whom reported employment just months after earning their degrees.

In addition to helping build Maine's future workforce, CMTC continued to help its region's current workers keep pace with change. The college provided customized training to more than 1,000 employees of such companies as Bath Iron Works, Boise Cascade Corp., Gates Formed-Fibre Products, International Paper, and Tambrands, Inc.

CMTC's strong ties to the local business community were further developed by the establishment of a certificate program in Robotics Technology. The college's Electromechanical Technology Department collaborated with Gates Formed-Fibre Products, Inc. of Auburn to develop this needed program. Gates provided a $25,000 challenge grant which was matched by contributions from other employers and public agencies.

The college also continued to play a role in addressing the economy's transformation from a manufacturing base to one composed of more health- and service-oriented industries. Programs in Office Information Technology and Medical Transcription were created to provide technical college training to unemployed Maine workers.

In the Spring of 1994, 1,500 people graduated from the Maine Technical College System. Based on a placement rate of over 80% and an average salary of $20,000, these graduates will return more than $1.6 million a year to the State in sales and income taxes.

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And just as CMTC found innovative ways to give to its community, the community found ways to help strengthen its local technical college. In 1994, the Central Maine Technical Education Foundation, a private organization, raised more than $25,000 from 62 businesses and 140 individuals. The funds will be used to provide financial assistance to CMTC students.

In addition, CMTC programs received more than $700,000 in grants and in-kind donations — from public agencies, as well as from Maine businesses, such as Chrysler Corp., Ford Motor Co., Bath Iron Works and Central Maine Power Co. ◆

Eastern Maine Technical College

By the end of the 1993-94 academic year, more than 2,200 students had completed credit courses at Eastern Maine Technical College in Bangor.

Students came from a wide area, and they had a variety of demographic backgrounds — the youngest was 18, the oldest, 65. Most commuted from their homes and apartments, but 120 made on-campus housing their choice of residence.

Eight out of 10 EMTC graduates were hired in 1994, with an average starting salary of $19,989. More than 90 percent of graduates in Electrical Power, Electronics, Machine Tool, Nursing, and Trade & Technical programs found employment in their fields.

Joyce B. Hedlund, *President*

EMTC extended its technical education philosophy with the formation of the Eastern Maine Tech Prep Consortium. Twenty-four high schools, five postsecondary institutions, representatives from business and industry, and several community members joined the consortium.

An equally engaging effort to partner with local high schools began in February of 1994, with the introduction of the Maine Youth Apprenticeship Program in Bangor. Coordinated in the region through EMTC, the program earned the participation of 12 local businesses and six high schools, with 20 high school juniors enrolled during its pilot year.

Also, EMTC served the training needs of several local companies, including Bangor Hydro-Electric, Champion International and the Maine Oil Dealers Association. The East Millinocket Center (KATEC) continued to offer regular classes and industry training.

The college was honored to receive a $33,800 grant from the National Science Foundation to offer an annual metallurgy conference to Machine Tool instructors throughout the Maine Technical College System. And scholarship resources were increased by the establishment of a $5,300 fund in the memory of Bangor businessman Fred Varney. ◆

Kennebec Valley Technical College

Barbara W. Woodlee, *President*

With 95 percent of its 200 graduates either finding employment or continuing their education after the 1993-94 school year, Kennebec Valley Technical College's twenty-fourth year was a decided success. Eighty-two percent of these graduates hold jobs in KVTC's primary service area of Kennebec, Somerset, Franklin, and Waldo counties. Another 14 percent are employed elsewhere in Maine.

But job placement wasn't the only story. Under the leadership of President Barbara Woodlee, KVTC collaborated with representatives of Maine's paper industry and established the first-of-its-kind Pulp and Paper Technology Program. With courses offered in plants and mills around Maine, KVTC instructors are now helping more than 150 industry employees earn an associate degree while they stay current with innovations in technology and manufacturing processes.

KVTC also provided customized training to more than 500 employees of regional companies, including Coastal Economic Development Corp., The Chinet Company, Georgia-Pacific Corp., Scott Paper Co., New Balance Shoe and others.

Through the Health Occupations Training (HOT) Project and the Reskilling Program, KVTC designed several new courses to prepare students for careers in health information technology, phlebotomy, electronics telecommunications, and bio-medical equipment maintenance, as well as occupational and respiratory therapy.

In addition, KVTC was awarded $150,000 through the U.S. Department of Energy and the National Science Foundation, allowing the college to develop and offer programs in Hazardous Materials.

The Technical Colleges provide education and training for 21 of the state's 40 fastest growing occupations identified by the Maine Department of Labor. These include radiologic technologists, physical therapist assistants, computer systems analysts, tax preparers and more.

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Management and Energy Conservation Technology. A $168,000 grant from the U.S. Department of Education was used to establish KVTC's Center for Excellence, which provides tutoring for students in professional math, science and writing, as well as academic counseling for students with disabilities. ◆

Northern Maine Technical College

As the people of Aroostook County were challenged by a difficult economy, Northern Maine Technical College continued to play a key economic role in the region, offering 25 programs of study to 1,115 full- and part-time students and providing customized training programs to a variety of businesses. An additional 800 local citizens took advantage of NMTC's non-credit courses offered through the Business and Industry Services Division.

NMTC played a key role in several local economic development initiatives, working closely with the Loring Development Authority, the Northern Maine Development Commission, and serving as the central office of LEAD — Leaders Encouraging Aroostook Development. College administrators continued to serve actively on many regional economic development and human services boards of directors.

Durward R. Huffman, *President*

In addition to its customary catalogue programs — such as accounting, business administration and nursing — NMTC responded to changes in the local business community by offering such diverse courses as Introduction to Microsoft Windows, Air Brake Safety, Home Based Business, Class I Truck Driving, as well as a variety of computer courses.

Employers who requested customized training courses through NMTC include J.M. Huber Corporation, The Aroostook Medical Center, Seven Islands Land Company, Fraser Paper and Maine Mutual Insurance Company.

Also, the college initiated the 18-month "Maine 200" project during the year, a program funded with a $100,000 grant from the U.S. Department of Labor to provide workplace safety training to more than 160 Maine businesses. During the first six months of 1994, 219 individuals representing 57 employers received initial training.

NMTC continued to encourage positive education reform in area secondary schools by signing Tech Prep articulation agreements with 11 schools and regional technology centers during the year.

In May of 1994, NMTC graduated 325 students, and nine faculty members and one administrator were awarded Masters' degrees from Antioch University's New England Graduate School. ◆

Southern Maine Technical College

Wayne H. Ross, *President*

Southern Maine Technical College was extended to its capacity in 1993-94, providing credit courses in the day and evening to more than 2,500 students, and graduating a record 594 men and women in May of 1994.

During this time, the college continued its aggressive search for outside resources, developed new programs of study, provided a variety of customized training programs for local businesses, and opened a world-class inn and conference center on its Spring Point campus.

The changing, yet vibrant, economy of southern Maine fueled the development of new academic programs, such as Medical Transcriptionist, Medical Assistant, Early Childhood Education, and Engineering Graphics and Design Technology. The college also developed programs, to begin in the fall of 1995, in Business Management and Paramedic Technology.

The Division of Continuing Education continued to provide customized training to some of the region's key employers, including S.D. Warren, Portland Water District, Weyerhauser, Maine Medical Center, the Maine Association of Chiefs of Police, the Maine Department of Marine Resources and Saco Defense. The college also strengthened its continuing alliances with most of the adult education centers throughout York and Cumberland counties.

Many alternate resources helped SMTC continue its innovative programs for faculty and students. Grants totalling $37,000 were received from the Maine Women's Fund, the U.S. Department of Energy, the Maine Department of Transportation, and the New England Salmon Association. National Semiconductor and UNUM Corporation of America gave a combined $6,700 to the Southern Maine Tech Prep Consortium coordinated through the college.

New graduates of the technical colleges earn salaries ranging from $18,000 to $30,000.

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In addition, business and industry, as well as many individuals, continued to support SMTC through donations of cash and equipment. The first of an annual donation of $5,000 was received for scholarships, with an additional endowment pledge of $90,000. For the entire year, cash and equipment donations totalled more than $140,000.

In September of 1993, the college dedicated the Peter A. McKernan Hospitality Center, an eight-room inn and conference center that will serve as a working laboratory for all hospitality programs. Utilizing funds approved in a 1989 bond issue, the college purchased four buildings and a 4-acre lot contiguous to the campus for future expansion.

In an effort to better serve college students in the region, SMTC joined Saint Joseph's College, Westbrook College, the Maine College of Art, the University of Southern Maine and the University of New England to form the Greater Portland Alliance of Colleges and Universities.◆

Washington County Technical College

Like so many businesses across this state, 1993-94 brought Washington County Technical College a lively dose of re-engineering.

With today's workplaces undergoing rapid change, the college found it imperative to intently review all technical and occupational offerings for relevance and effectiveness, while strengthening its general education requirements.

In May of 1994, the college was proud to award the Associate of Applied Science degree - the first time for the college - to graduates of the Office Information Technology program. Other associate degree programs were headed for approval in the 1994-95 academic year, to be offered in the fall of 1995.

In addition to strengthening the academic offerings, President Ronald P. Renaud and the WCTC staff set out to enhance the college's ties to the surrounding community in Maine's easternmost county. This effort included students enrolled in Boatbuilding Technology, Food and Hospitality Services, Office Information Systems, Residential and Commercial Electricity, Heating Technology and Plumbing, who all worked as interns in area businesses

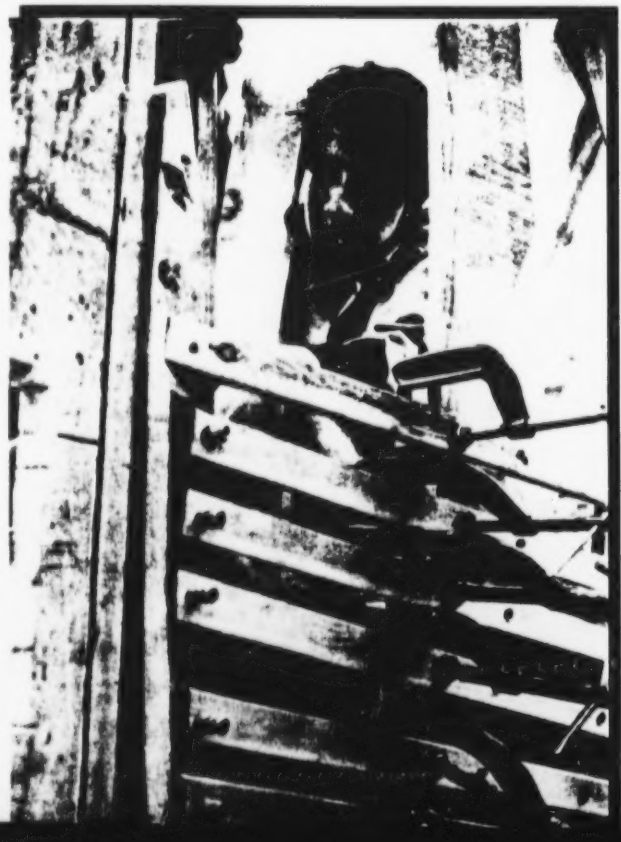
Ronald P. Renaud, *President*

and organizations.

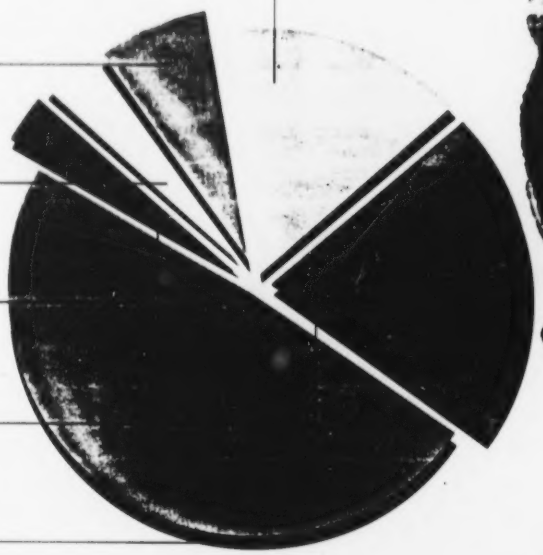
This effort also included the staff of WCTC's Continuing Education Division, who extended the college's reach into the community by providing a variety of innovative courses at several different sites, and at times suited to a population with diverse needs. The CED also ran customized training courses on a contract basis for diverse businesses, schools and community agencies, including Georgia-Pacific Corp., Connors Aquaculture, Maine Pride, Fiber Extrusion, Guilford of Maine, School Unions 104 and 106, and Action Opportunities.

WCTC's renowned Marine Technology Center, located on Passamaquoddy Bay in Eastport, maintained its tradition of developing endeavors critical to Maine's marine industries. In cooperation with the federal Sea Grant Program, the Maine Aquaculture Innovation Center, and the Eastern Maine Development Corporation, the Center continued to provide training and resources for the area's fishing and aquaculture industry. These efforts will be complemented by new academic programs in Marine Technology that will be offered in the fall of 1995.

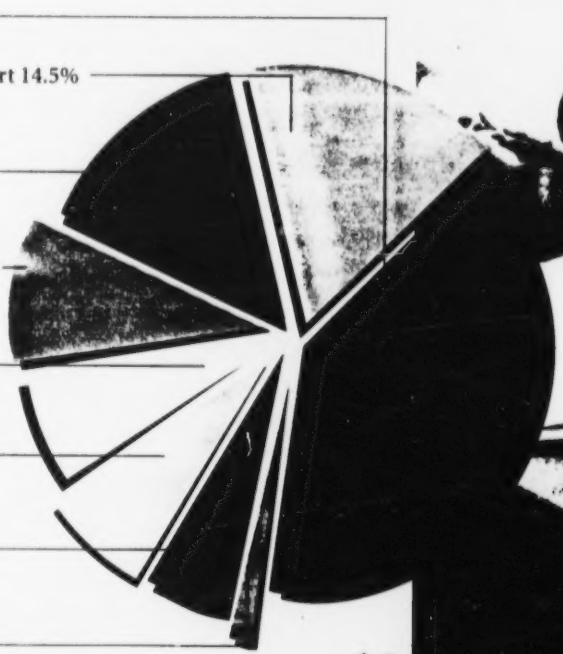
The college also made a commitment to enhance educational equity with an effort to increase access to education for women, Native Americans, and non-traditional students.◆



Sources of Funds FY1994



Uses of Funds FY1994



Donations, Gifts & Grants

The Maine Technical College System was pleased to accept numerous donations and gifts from businesses, foundations and private citizens in 1993-94, with a combined value of nearly $500,000. Listed here are many of those who gave generously to the colleges.

Acadia Home Care, Inc.
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Maine Technical College System

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